

# Annual Report

Information  
Technologies &  
Services

2025



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*Front cover*  
WCM students converse at the main campus building at 1300 York Avenue. (Credit: Julia Xanthos Liddy)

*Pictured at right*  
(L-R) Dr. Steven Josefowicz, Dean Robert Harrington, MD, Dr. Paraskevi Giannakakou, and Dr. Cheuk Man Cherie Au use imaging technology. (Credit: Stephanie Diani)



# Message from the CIO



**Vinay I. Varughese**  
Chief Information Officer

When I became CIO this past year, my first thought was: how do I keep our department of 400 employees unified? The Medical College and our University were struggling with attacks on many fronts, including cuts to federal research grants, budgetary deficits from previous years, and an ambitious new project to unify technology services across campuses. While our work and the talent of our staff were widely recognized as invaluable to the institution, we had to reduce our spending, as did other departments. I did not need to convince our leaders that our core services were essential to advancing the College's missions. Our commitment and resolve speak for themselves, and we were able to move forward largely whole, despite the painful loss of a few of our staff members.

We are at the forefront of ushering Weill Cornell Medicine through one of its most complex technological journeys yet with the Cornell Experience Modernization Initiative (CEMI), aimed at consolidating many of Cornell's administrative systems. Last summer, we announced that Workday was selected as our first solution to transform the university's Enterprise Resource Planning (ERP) system. More than 200 community members from Ithaca,

New York City, and Doha helped define our requirements and chose a system that would meet Cornell's unique administrative needs. We appreciate the tremendous efforts of partners from every campus collaborating to ensure the success of CEMI. Although we have many years until Workday and other selected solutions are fully implemented, you can view regular updates and a cohesive timeline on the CEMI website – [cemi.cornell.edu](https://cemi.cornell.edu). Our staff has assumed roles as thought leaders and subject-matter experts, working closely with our Ithaca campus colleagues.

As immense as the CEMI initiative is, it's certainly only one component of the major changes happening at WCM. The AI initiative continued to explore ways that Cornell can innovate with this technology. AI is quickly transforming how we work at Cornell. AI program leads have been assigned to both the Ithaca and New York City campuses, poised to develop and implement AI services that align with the needs of faculty, researchers, staff, and students. As we delve further into exploring the capabilities of AI, the possibilities seem endless as our staff, in partnership with the community-at-large, innovates solutions, such as digitizing medical archives and building databases that track and predict new information about diseases.

In addition to having a hand in all these programs, our staff continues to support the college's day-to-day technical operations – procuring and troubleshooting devices, safeguarding institutional data, and educating the community about our services.

The year ahead is not without challenges – some predictable, many not – but our dedication to the community and to our staff remains steadfast. As we move forward as a department strengthened by the challenges we've already overcome, I am excited about fortifying our relationships with our Ithaca, Cornell Tech, and Doha campuses, and I remain optimistic in leading our department to support WCM and the University into the future.



# Unifying Cornell's Systems

Since 2024, teams across all Cornell campuses have sat in countless meetings, analyzed heaps of feedback, and assessed the current pain points and successes of our various technical solutions that manage everything from HR functions to student records to answer one question: **how do we unify Cornell's administrative systems in a way that better serves the entire community?**

The Cornell Modernization Experience Initiative (CEMI) seeks to improve Cornell's digital systems across campuses through one guiding principle: *As common as possible, as different as absolutely necessary*. This includes practical solutions that would meet the following needs in all locations: administrative, donor engagement, student services, research administration, data and analytics, and technical.

Over the last year, leadership, faculty, staff, and students in Ithaca, New York City, and Doha have discussed various options that would allow administrative, financial, and other data to flow seamlessly at every campus without the current roadblocks of mismatched systems or logins.



## ✓ Implementing Workday

Based on feedback from stakeholders, the first major CEMI system selected for implementation is Workday. Workday will streamline the university's administrative needs – like human resources and finance – into one platform. CEMI team members are currently working with consultants to coordinate readiness and implementation initiatives at all three campus locations in 2026.

## Get involved with CEMI

Stay up to date on the latest CEMI news by visiting [cemi.cornell.edu](https://cemi.cornell.edu). Learn more about the initiative's workstreams, timelines, and key players, and sign up to receive quarterly newsletters or attend online webinars at [cemi.cornell.edu/involve](https://cemi.cornell.edu/involve).

## ✓ Other systems under development

While Workday implementation has already taken off, CEMI officials have also selected other systems that will help unify work across campuses:

- Kindsight Ascend for donor and engagement needs
- Informatica and Boomi for data and analytics
- Extending Salesforce for expanded communications

*Pictured at left: CEMI will streamline data flow across all of Cornell University's campuses. (Clockwise from top left: Cornell's Ithaca campus, Cornell Tech in NYC, WCM-Q in Doha, Qatar, and Weill Cornell Medicine in NYC)*



# Care

WCM physicians meet with over 3 million patients a year, working to provide compassionate and world-class care. ITS assists more than 2,000 physicians at 173 locations by providing the technologies needed to manage facilities and communicate with patients so doctors can focus on what they do best.



Artistic rendering of the exterior of 575 Lexington Avenue once the construction of new clinical offices is complete. (Courtesy of WCM External Affairs)

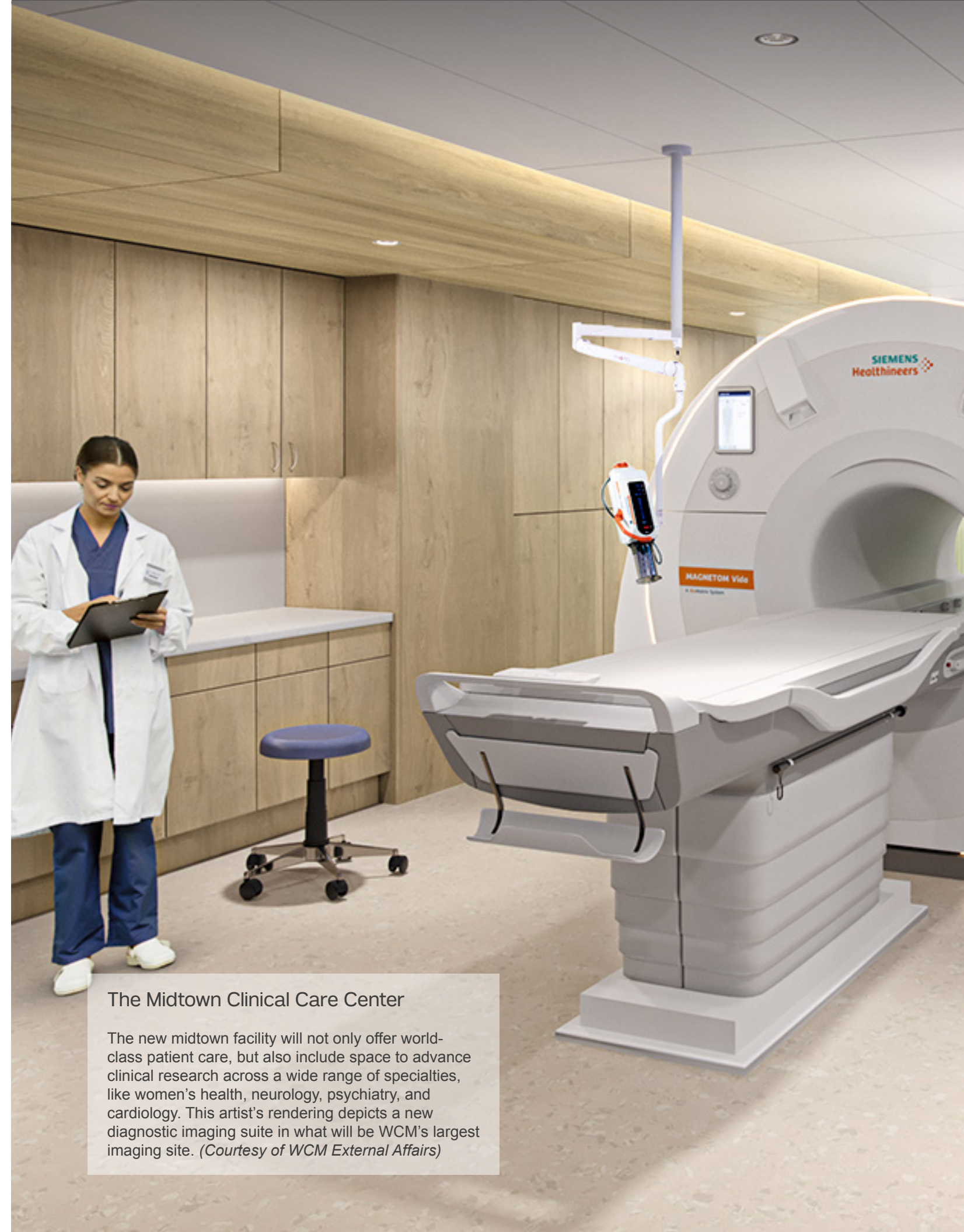


## Enabling technology at new 575 Lexington clinical spaces

WCM is in the process of expanding its footprint in midtown Manhattan by developing new clinical space with a state-of-the-art imaging center, and comprehensive care for patients with multiple departments under one roof.

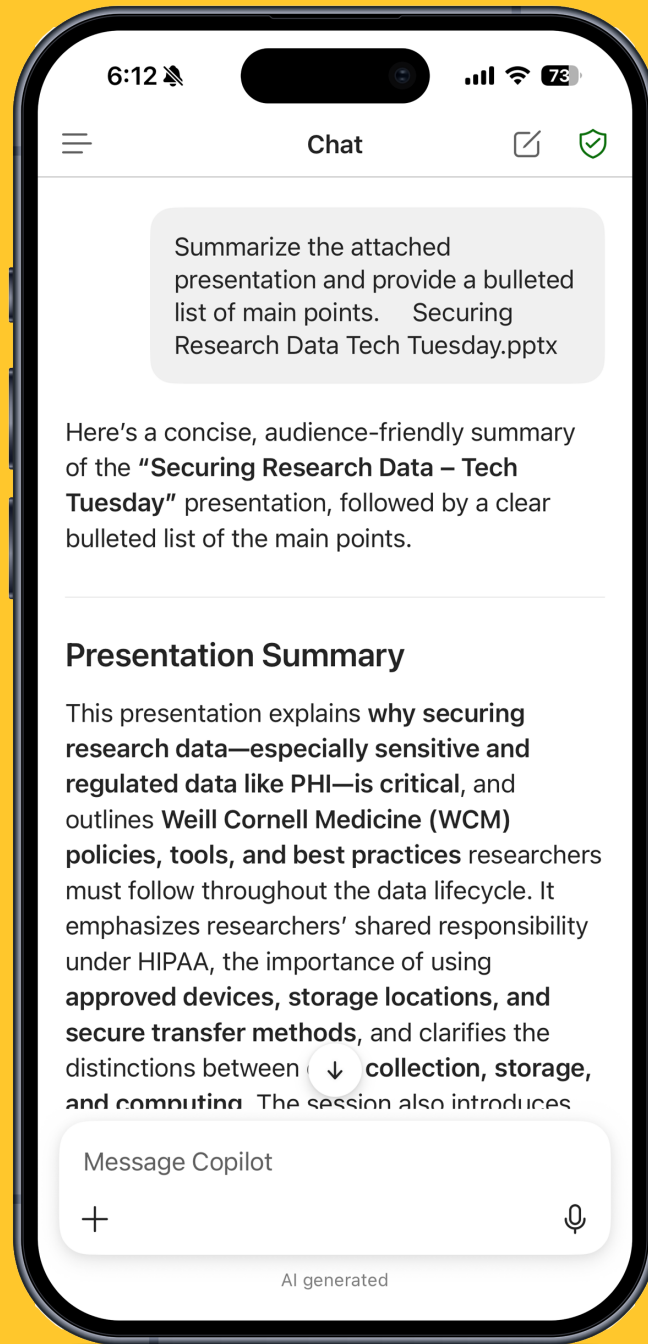
ITS has played a major role in helping to build out this new diagnostic hub, with several teams managing the installation of necessary technologies in the building,

including, but not limited to, networking, phones, and desktops. ITS expects to assist the first move-ins - Primary Care and OBGYN - in April 2026. This will require a carefully coordinated setup of over 100 computers, and partnership with Capital Planning, EpicTogether, and the departments themselves to ensure all tech is up and running on Day One. Later in the year, ITS expects to help Urology, Dermatology, Psychiatry, and Radiology with their respective moves.



## The Midtown Clinical Care Center

The new midtown facility will not only offer world-class patient care, but also include space to advance clinical research across a wide range of specialties, like women's health, neurology, psychiatry, and cardiology. This artist's rendering depicts a new diagnostic imaging suite in what will be WCM's largest imaging site. (Courtesy of WCM External Affairs)



### Updates to Copilot for sensitive data

To support the responsible use of AI, ITS disabled Web Search in Microsoft 365 Copilot. This change helped create a safe and secure space for the WCM community to use Copilot with confidence — including for work involving moderate to high risk data, such as patient data. Disabling Web Search ensures that Copilot operates solely within our secure Microsoft 365 environment, helping us maintain compliance with HIPAA and FERPA regulations.

Copilot is available at [copilot.microsoft.com](https://copilot.microsoft.com) for Windows, Mac, iOS, and Android. Log in with your CWID and password to ensure you're using the secured version of Copilot for sensitive data.



### Documenting women's medical education and health in NYC

The Medical Center Archives was awarded \$6,125 from the Metropolitan Library Council (METRO) to digitize key unique publications highlighting women's medical education and treatment in New York City from the 19th and mid-20th centuries. These publications are of strong interest to researchers studying the history of medicine, women's history, social history, and more. With the publications digitized, users can now access images like the one pictured at right through the NYP/ WCMC Archives Digital Collection on JSTOR.

**3,000+**  
**104**

Number of pages scanned

Number of new publications online



### myApps migration

NYP decided to change the way staff access their clinical applications, moving from the older Citrix system to the new VMware Horizon. ITS did some heavy behind-the-scenes lifting to ensure over 4,000 clinical staff could continue using myApps services – like Epic, OnBase, Breeze Suite, Natus NeuroWorks, and ASOBGYN – without interruption.



### Supporting clinical apps

ITS updated critical clinical apps and infrastructure supported WCM physicians and their patients:

**250+**

Cloud solutions deployed

**30**

Servers upgraded

**80%**

Percentage of aging servers upgraded

**5x**

Additional memory offered

**55%**

Percentage of reduction in power

## Connecting patients to latest cancer treatments

Patients often come to academic medical centers to access cutting-edge medical treatment in the form of clinical trials, particularly for cancer treatments that may extend a patient's time with loved ones. ITS supported physicians' efforts to get patients on trials by launching an initiative to conduct "feasibility assessments" for all new cancer clinical trials initiated by the Meyer Cancer Center. These assessments serve two functions: to determine whether a trial is worth opening and serve as the basis for identifying which patients to target for enrollment in the trial. In other words – each new cancer clinical trial gets its own, custom-tailored query identifying potentially eligible patients.

ITS is also supporting cancer research looking backwards at data we already have, in addition to trying to support new trials generating new data. In FY25, we also deployed two new custom cancer databases that enable cutting-edge multimodal research, integrating both clinical data from our Epic electronic health record system and genetic data from tests done on the patients' tumors.



# Discover

As WCM's scientists worked to better understand and treat various diseases, ITS supported research in all facets, from helping with the administration of research to implementing generative AI models that analyze data.

### ✓ AI changing medical research

The generative AI boom has changed the face of many industries, medical research at WCM included. In FY25, ITS piloted a technique that allows investigators to use AI in Google Cloud Platform (GCP) to analyze sensitive patient data. Inside GCP, investigators can use models like Gemini, LLaMA, and others on the massive volumes of patient data the institution generates and maintains in Epic and other source systems. ITS staff ranging from analysts to data engineers collaborated to develop the pipelines required to load and safely use these environments, and this infrastructure provides the groundwork for more exciting initiatives to come, such as collaborations with the Institute of AI for Digital Health (AIDH) led by Dr. Fei Wang.



### ✓ Better decision-making tools for Research Administration

ITS collaborated with the Chief Research Officer, OSRA, and the Research Admin team to create the Research Administration Metrics dashboard. The dashboard allows Central Finance, Departments, and the Dean's Office to monitor key Sponsored Research Metrics. Users can track and analyze key performance indicators such as Grant Submissions, Submissions Pending Determination, Success Rates, Competitive Awards, Publications and Research Space Utilization with the ability to view metrics by Department and Faculty.

### ✓ Access to more patient data for research

The Electronic Medical Record Search Engine (EMERSE) is a web application that identifies groups of patients based on important concepts mentioned in their clinical notes and other free-text documents. Previously, EMERSE only allowed searches within notes from Epic encounters. With this new enhancement, you can now search within radiology and pathology reports in the EMERSE repository. This significantly expands the number of available documents for querying.

✓ Data clusters for research

Certain research applications require sustained bursts of computation that can only be provided by simultaneously harnessing multiple dedicated servers that are not always fully utilized. Our data clusters offer high performance computing (HPC) that remove the limitations of traditional dedicated hosting for significantly faster response times in a robust and fault-tolerant setting. Here is how ITS is helping researchers compute massive amounts of data:

SENECA Cluster

This cluster is ideal for AI and research, combining powerful CPUs with high-memory NVIDIA H100 GPUs. The large GPU VRAM allows training bigger models faster, while high RAM and InfiniBand networking speed up data processing and overall computation efficiency. More information on SENECA is available at [cac.cornell.edu](http://cac.cornell.edu).

BRB Cluster refresh

ITS upgraded the BRB Cluster this fiscal year, offering researchers about 9.5 PB of HPC storage. The refresh included:

- 4 NVIDIA L40SP GPUs installed
- 1 TB RAM installed for each upgraded node
- 128 Threads installed for each upgraded node
- 3-8x Overall performance boost for workloads
- 2x More CPU capacity
- 3-4x More memory

✓ New cloud service offerings

ITS redesigned our cloud service offering, lowering rates while improving performance, security, and scalability. By migrating hundreds of applications into dedicated departmental AWS accounts, we simplified cost tracking, increased user access, and strengthened governance for future growth. While the benefits to departments are numerous, this is a boon for researchers who often need large amounts of storage space data. More information is available at [its.weill.cornell.edu/services/storage-servers](http://its.weill.cornell.edu/services/storage-servers).

✓ Library research support

The Wood Library's systematic review service supports researchers by designing and executing comprehensive, reproducible literature searches that form the foundation of rigorous evidence synthesis. Wood librarians (pictured below) have co-authored 33 published reviews in this academic year, while receiving requests to support an additional 55 reviews. After almost seven years of work and over 30,000 citations reviewed, librarians co-authored a suite of seven articles published in a special edition of *Medical Decision-Making Policy & Practice* (PMIDs: 39995784, 39995775, 39995779, 40094048, 39995776, 39995781, 39995777).



# Teach

ITS is always on hand to assist our students, faculty, and education departments. This year we supported accreditation requirements and immunization compliance, and we helped spread a little joy by sharing the view from our location on the East River.



## Implemented Mediat for Immunization Compliance Management

The Educational Technologies Group conducted an Analysis of Immunization Compliance Management systems and Implemented Mediat, the most cost-effective solution for the Student Health Services (SHS) office. This will allow the SHS office to work more efficiently, and ensures the institution complies with state and institution-mandated immunization requirements.



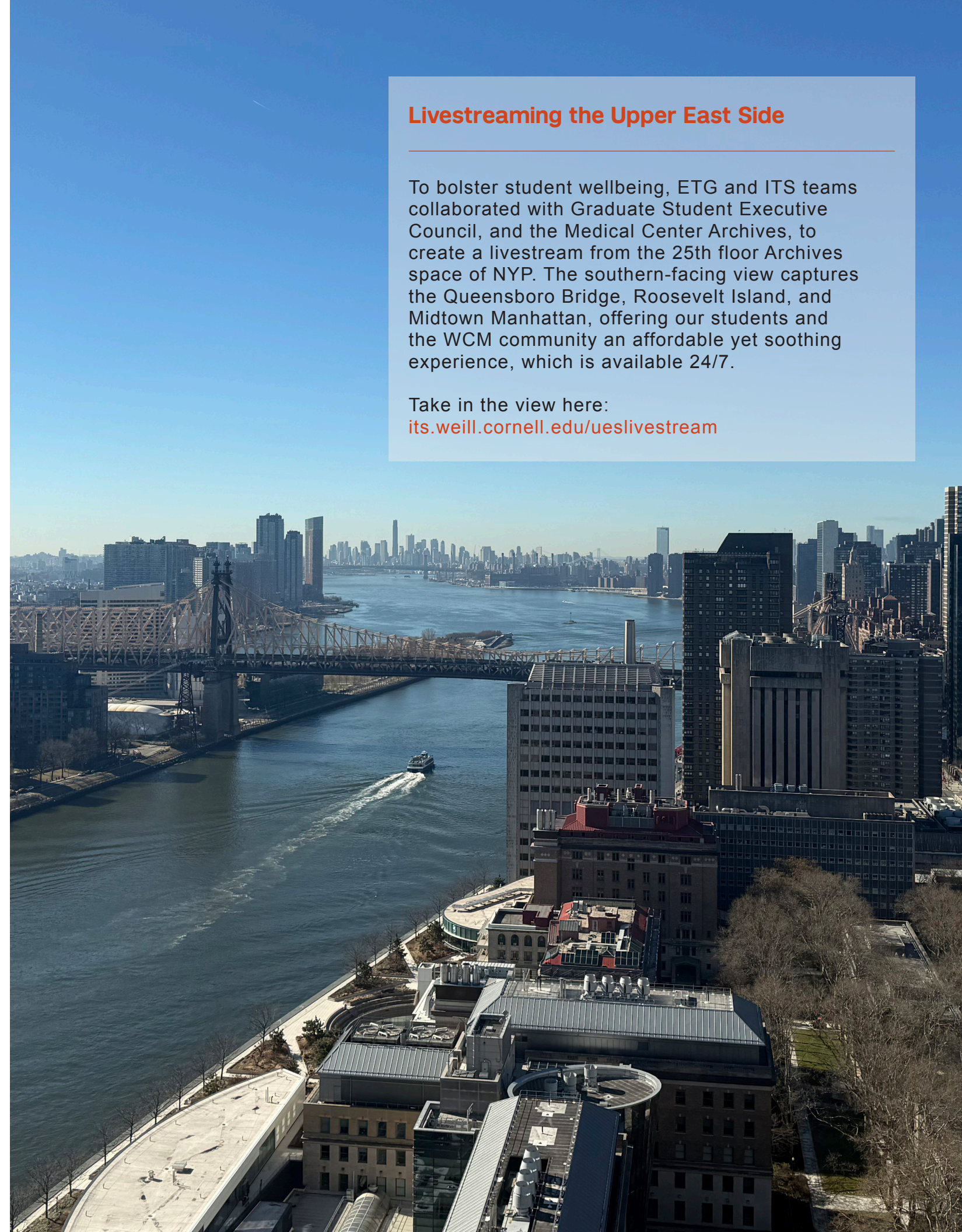
## Supported Physician Assistant (PA) Program accreditation

The Physician Assistant (PA) program needed to enhance their data collection and management processes to align with ARC-PA accreditation requirements. ETG collaborated with the Registrar's Office, medical school leadership, and the Physician Assistant (PA) program to ensure program processes and systems were implemented to monitor and report on key performance indicators for Continuous Quality Improvement (CQI). Our efforts helped the PA program improve operational excellence and efficiency related to the education mission.

## Livestreaming the Upper East Side

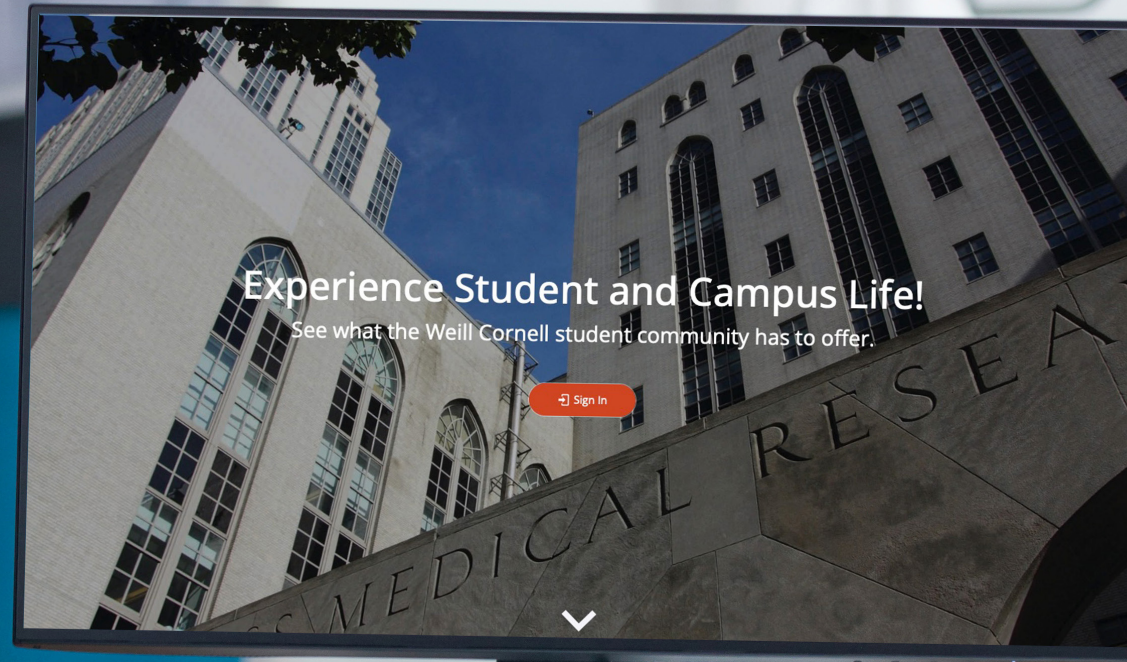
To bolster student wellbeing, ETG and ITS teams collaborated with Graduate Student Executive Council, and the Medical Center Archives, to create a livestream from the 25th floor Archives space of NYP. The southern-facing view captures the Queensboro Bridge, Roosevelt Island, and Midtown Manhattan, offering our students and the WCM community an affordable yet soothing experience, which is available 24/7.

Take in the view here:  
[its.weill.cornell.edu/ueslivestream](https://its.weill.cornell.edu/ueslivestream)



## Forging connections with CampusGroups

We implemented CampusGroups for WCM academic programs. The app improves peer-to-peer communication and community engagement across the student population. It is also used at Cornell University's Ithaca campus.



## Supported annual faculty training and reporting

The LCME requires that all faculty interacting with medical students receive appropriate training for the learning environment and associated policies.

This year we leveraged existing ITS technologies to generate and deliver annual faculty appointment letters to departments to prompt users to complete the newly redesigned Prep to Teach course and improved the reporting capabilities to track compliance in alignment with LCME requirements.

## Expanded community presence and engagement

The Educational Technologies team participated in several industry events this year:

- Presented "Strategies for Annotating and Sharing Human Anatomy Specimens as 3D Models in XR and Other Platforms" poster at the Immersive Media in Medicine Symposium.
- Presented "Practical Choices Toward Change Management" at the Acuity Insights Holistic Success Champions event.
- Participated in AAMC Education Technology Working Group (ETWG) affinity group with Doug Cohen serving as a Co-Chair where he facilitates monthly meetings and presented at the IT in Academic Medicine at AAMC conference.



## Ed Center gets a colorful refresh

We installed 73 colorful new iMacs in the Education Center to replace the old, outdated models used by students. The new computers not only ensure WCM follows security standards, but also have improved specifications, like Apple Intelligence, faster processing, and improved device mirroring.

**Weill Cornell Medicine** Strategies for Annotating and Sharing Human Anatomy Specimens as 3D Models in XR and Other Platforms

**Background**  
When medical students attend a human cadaver dissection in an anatomy lab they have a powerful and immersive learning experience. Later, when the students continue to study from textbooks and photographs outside of the lab there are useful materials available but not nearly as interactive or three-dimensional (3D) as the lab experience.

**Objective**  
The goal is to bring the typical two-dimensional (2D) anatomy textbook figure consisting of an annotated photograph or drawing into the modern age with the help of XR technologies. Much of the study of anatomy deals with spatial relationships. A high-quality 3D model of an anatomy specimen can improve student learning of human anatomy and increase engagement/interest.

**Methods**  
High quality 3D models of cadaveric specimens were created with the use of Apple iPhone or iPad cameras and the Photogrammetry workflow included in Apple's Reality Composer (iOS/Mac/Xcode Developer Tools). Once the models exist the work of annotation begins. Depending on the desired output there are various ways to add text, lines, shape areas to define anatomical structures on the models as instructional aids.

**Results**  
Initial results have been positive. Outputs to Apple devices, Meta Quest devices, and the web match the level of detail and complexity found in 2D textbook figures while adding the third dimension.

The free Blender 3D modeling app can be used to open and edit models, convert between various 3D formats, and compare scenes from multiple models. The annotation feature allows for drawing lines and shapes onto the surface of models.

Points of the 3D mesh can be selected and used for placement of annotations in other development environments such as Apple Xcode and Unity. Complex shapes and areas can be defined and exported into additional 3D models and interactivity can be added.

3D models are exported as interactive web files (HTML, JavaScript, CSS) which can be placed on a web server and embedded in other web sites or LMS.

Details can be further refined such as colors, transparency, fonts, etc. to match existing page styles and branding.

Users can manipulate (pan/rotate) the model and interact with annotated elements that move with the model while always being the same and visible when looked the model.

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Doug Cohen - Director Educational Computing, IT - Weill Cornell Medicine  
Blair Baskin - Assistant Professor of Anatomy, Pathology, Weill Cornell Medicine  
Elizabeth Sizer - Professor of Anatomy & Histology - Weill Cornell Medicine  
Chadler Pauer - Audio Visual Specialist, Pathology - Gross Anatomy - Weill Cornell Medicine

Poster presented by ETG at Immersive Media in Medicine Symposium

## Migrating our systems to the cloud

We continued our transition from on-premise infrastructure to the cloud by migrating several systems and adopting a cloud-first, cloud-smart approach for new services. This strategy enables faster deployment of resources and improves performance and accessibility for our community.

We also expanded our use of Google Cloud to support emerging AI research needs. By moving appropriate workloads to the cloud, we are freeing up power, cooling, and space in our data centers so they can focus on the critical systems that must remain on-premise. Additional systems, including our highly regulated Data Core environment, are currently in progress for migration, which will further reduce our on-premise footprint in the coming year.

# Operations

ITS supports a wide range of infrastructure, security, and administrative systems and technology solutions that keep WCM's operations running smoothly.

## Infrastructure

### ✓ Migrated phone system

After nearly two years, we completed migrating our phone system from Avaya to Microsoft Teams Voice and NYP's Cisco VoIP System. This migration streamlines the technology across Weill Cornell, and provides a more unified experience for users, who are no longer split between Cisco Phones at NYP and Avaya Phones at WCM based on where they sit. It also unifies the call center technology across WCM and NYP, working towards the goal of better patient access.

**6,000** Phones replaced across most WCM locations, from upstate New York to Long Island

**35** WCM call centers migrated

### ✓ Improved data center

This year we refreshed the Uninterrupted Power Supply that services the ITS-managed data center facility in Weill Greenberg Center. This improvement allows the data center to host and support computational nodes catered to the science and research communities of Weill Cornell Medicine. The use of this facility by those research departments will support sustained growth for years to come.



### ✓ Replaced legacy analog phone lines

Some necessary phone technology still requires analog tech infrastructure – like fire alarm lines, elevator lines, and legacy fax machines. This year we replaced aging lines in order to continue providing service to devices that require these connections as carriers stop supporting the technology. Our users enjoy a better service experience, and are no longer dealing with extended downtimes due to lack of support for legacy connections.

### ✓ Enhanced core networking infrastructure

We implemented new core infrastructure to enhance WCM's wired and wireless networking services on campus and at affiliated office locations. The improvements allow users to access applications and perform data transfers more quickly.

## Security

### ✓ Completed NIST Cybersecurity Framework Assessment

The ITS Security team, in tandem with nearly every other ITS team, worked with a third-party assessor to determine our cybersecurity maturity as compared to the requirements set forth by the National Institute of Standards and Technology's Cybersecurity Framework. By measuring our cybersecurity program against a best-in-class series of over one hundred requirements, we can better protect Weill Cornell Medicine against the newest security threats.

### ✓ Implemented Microsoft Enhanced Licensing

ITS successfully migrated multiple cybersecurity tools from our existing Proofpoint email filter, email encryption, phishing training, and cloud access security broker to Microsoft's unified solution. Close to thirty people spent over 2700 hours in a period of ten months to see this through to completion.

**30** ITS staff worked on implementation  
**2,700** Hours logged in ten months to complete

### ✓ Improved identity management collaborations with NYP and Ithaca

The ITS Identity Management Team joined forces with the Software Development Services team this year to improve our integration with NYP and Cornell Ithaca.

- **Identity IQ integration with NYP:** Improved the reliability and performance of our integration with NYP's IdentityIQ data source to ensure consistent and accurate identity data synchronization.
- **Unify and modernize identity data exchange with Ithaca:** Enabled secure identity data exchange between Ithaca and WCM in support of upcoming CEMI initiatives and incorporated the modern organizational structure into WCM identity records.

## Administrative

### ✓ Launched Summary Account Statement in Power BI

Summary Account Statement is a new Power BI dashboard that consolidates seven BI Gateway stories into a single, intuitive experience. This dashboard unifies ten years of data with Fund, PO, Project, Discretionary, Sponsored Program, Open Commitment, Departmental, Year-by-Year, and Detail views. The dashboard provides faster insights, simpler access, richer transparency.



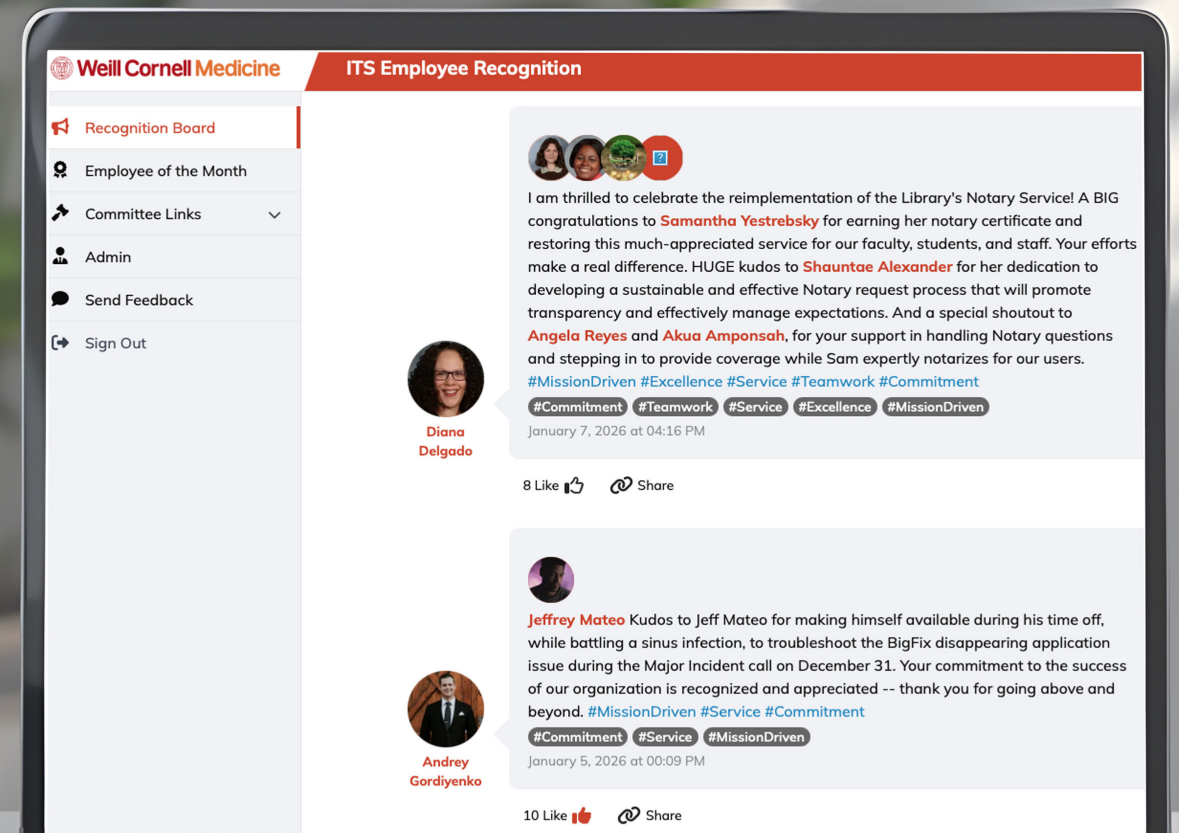
### ✓ Introduced major updates to ServiceNow

This year we delivered several automations and enhancements to ServiceNow:

- Deployed ServiceNow's NextUI experience – a modernized UI for ITS staff.
- Streamlined InCommon SSL Certificate Management, making it faster and more reliable for users to obtain and manage certificates.
- Tied NewRelic into the Alert Management module, providing clearer visibility into service health.
- Enhanced the Configuration Management Database (CMDB).
- Implemented automation for the retrieval of encryption keys, expediting end-user support. and strengthening data security.

## ITS Employee Recognition App

The newly-launched ITS Recognition app – also known as Star – is designed to celebrate the outstanding contributions of ITS staff. Team members nominate colleagues for their exceptional work, fostering a culture of appreciation, boosting morale, and encouraging collaboration across teams.





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*1300 York Avenue campus at night. (Credit: Patricia Kuharic)*

